drafted into the Army or Navy. Everyone, whatever his avocation or station, knew that, and this knowledge was not without its influence on national discipline and efficiency. It was at the back of men's minds ever since the obligation of military service became compulsory, that if they were not fulfilling their duties as citizens in the spheres where they would be of the greatest use to their country, they would be needed in France or elsewhere in the fighting lines, and would have to go if called up.

The decision having been taken to work the National Service scheme, in the first instance, on a voluntary basis, I did what I could to help Mr. Chamberlain to make a good start. On 10th January, 1917, the War Cabinet decided to dissolve the Man-Power Distribution Board, and transfer all its functions and archives to the new Ministry. At the same time we asked the new Director to prepare for our consideration a statement of the operations he contemplated, the measures he believed necessary for securing co-ordination with the various Departments concerned with labour, and the powers he would require for the purpose. Two days later I called a conference at which Lord Milner, Mr. Henderson and myself with the Director of National Service, met the President of the Local Government Board, the

First steps in the campaign

President of the Board of Agriculture and the Minister of Labour, to enable Mr. Chamberlain to review with these Ministers the implications of his task, and the manner in which his organisation could best function. As a result of our discussion, he was asked to prepare a memorandum, setting out:—

(a) His proposals with regard to the organisation,